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ABSTRACT

The university as a system of formal authority is considered in the Canadian context. The structure of the 27 largest Canadian universities (ranked by operating income) is analyzed with reference to their organizational charts. It is assumed that the structure symbolizes an official style of authority and responsibility reflected by the number of vice-presidents. The manner in which the charts of the universities actually denote their authority architecture is analyzed in detail. The administrative component is emphasized, although specific modifications on the academic side are identified. Universities with the traditional tandem structure consisting of two vice-presidents are Ryerson Polytechnic Institute, Windsor University, Carleton University, Simon Fraser University, and the University of Guelph. The University of Waterloo, the University of Ottawa, and the University of Manitoba still limit themselves to the tandem structure, but are examples of specific structural adjustments in which the concept of the group director is introduced. For example, at Waterloo, an academic services director reports directly to the academic vice-president. Universities with three vice-presidents are New Brunswick, Queen's, McMaster, Concordia, and Western Ontario. Universities in which the president is assisted by three vice-presidents, two of whom are responsible for administrative, financial, and personnel affairs are Victoria, Sherbrooke, Saskatchewan, and the University of British Columbia. Universities with four vice-presidents are Memorial, York, Calgary, Laval, Alberta, and UQAM. In addition, the Universite de Montreal has six vice-presidents, McGill University and the University of Toronto have five. (SW)

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WHO'S ON SECOND

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Report of a CAUBO Special Project
on the Examination of Alternative
University Organizational Structures

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Presented at the 38th Annual Conference of
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Ottawa, Ontario
June 7-10, 1981
Conference Theme: "Facing Reality"

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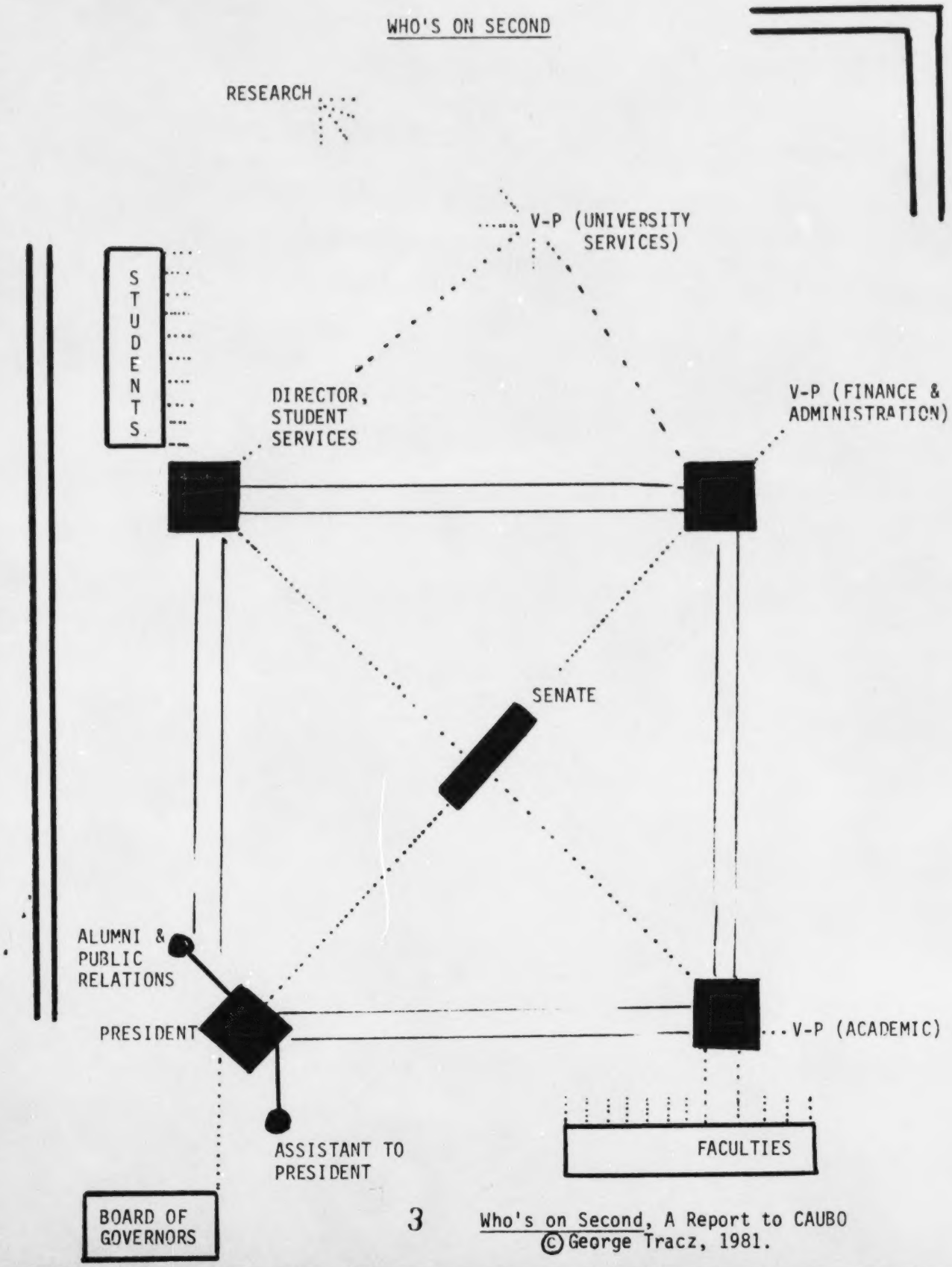

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WHO'S ON SECOND

Report of a CAUBO Special Project[1] on the Examination of Alternative University Organizational Structures

George S. Tracz[2]

In a companion paper titled "Organizational Aspects of University Management in the 1980s," I have dealt at great length with a variety of topics ranging from presidential leadership, university survival, and organization theory to paradigm shifts and vice-presidential structures. Suggestions were also provided at a general level of analysis with respect to the necessary administrative functions in the '80s.

In this shorter supplementary paper, my purpose is to comment specifically on current organizational charts from among a selected number of universities that responded to my request for such information.

The title of this presentation, "Who's on Second," is adapted from. . . "Who's on First"--an excellent inquiry on research administration and policy procedures at various Canadian Universities

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[1]Presentation at the 38th Annual Conference of the Canadian Association of University Business Officers (CAUBO), Ottawa, June 7-10, 1981.

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carried out by Dr. P. A. Larkin, Associate Vice-President (Research) and Dean, Faculty of Graduate Studies, University of British Columbia. Dr. Larkin presented his findings in Ottawa, May 1981, at the Annual Meeting of the Canadian Association of University Research Administrators (CAURA).

ORGANIZATIONAL CHARTS/ORGANIGRAMMES

> . . . The beginning of administrative wisdom is the awareness that there is no one optimum type of management . . .
>
> Burns and Stalker. The Management of Innovation. 1961.

One of the most difficult tasks in organizational practice is to attempt describing how a complex enterprise, such as a university, really functions. Mintzberg (1980) suggests looking at the organization from at least five different views:

1. as a system of formal authority
2. as a system of regulated flows
3. as a system of informal communication
4. as a system of work constellations
5. as a system of ad hoc decision processes.

These five views can be superimposed on an overlay; however, the aggregation of these overlays will in itself be often so complex as to become opaque. Hence the preferred method is to treat the views separately with the understanding that in reality they are totally interconnected.

Note that, in this paper, my only concern lies with view #1,

> . . . the university as a system of formal authority . . .

although I agree wholeheartedly that the organizational chart/organigramme is but a pale representation of reality. Indeed, at best, it is

> . . . a static and surrogate summary of the immense complexity of the multi-structured and dynamic reality . . .

Other speakers today will probably comment on the university regarded in the context of view #2 and/or #4 (for example, Resource Allocation Procedures). You might note that view #4--work constellations--represents the concept of Administrative Working Groups developed at Trent University: Executive Group, Management Group, Administrative Planning Group, Financial Planning Group, Academic Budget Control Group, and Staff Replacement Group. I also recognize, as many university officers have reminded me and as one individual stressed:

> . . . each university is a product of its history and evolution. University X's administrative arrangements may be different from those elsewhere, but I do not think that one can judge how things work by looking at an organizational chart . . .

and the organizational chart does not indicate informal relationships. However, I maintain, as Mintzberg emphasizes, "a chart does represent an accurate picture of the division of labour, showing at a glance (1) what positions exist in the organization, (2) how these are grouped into units, and (3) how formal authority flows among them . . ." (p. 37).

I might add that while the tip of an iceberg tells us little about the iceberg itself, it nevertheless reminds us that indeed there is an iceberg <u>there</u>! The position I prefer to take with respect to the organizational chart is that

> . . . the University Organizational Chart represents the Institution's Business Card . . .

Table 1 shows simply the structure selected by 27 universities--the largest in Canada. It is assumed that the structure symbolizes an official style of authority and responsibility reflected by the number of Vice-Presidents. We shall now analyze in detail the manner in which the charts of these universities actually denote their authority architecture. The Administrative component will be emphasized throughout, although ample identification will be given to specific modifications on the Academic side.

STRUCTURAL CONFIGURATIONS OF SELECTED UNIVERSITIES

The analysis presented in this summary is based on the information received from among the 27 largest universities in Canada (ranked by operating income) listed in an accompanying document (Tracz, 1981). Not every university was able to provide a copy of its organizational chart, nor was it possible to include information received after a certain date, nor will detailed comments be made about each and every university for which data is available.

University administrators spend considerable time in periodically reviewing and revising their organizational structures. Updated charts of those universities which recently endured the agony of self-assessment will be used as a framework for reference whenever possible and will be designated as "Exhibit #."

It might be instructive to consider Table 1.

TABLE 1

UNIVERSITIES[1] WITH "X" VICE-PRESIDENTS (1976/1981)

# of Vice-Presidents	x=1	2	3	4	5	6
# of Universities with "X" V-Ps 1976	1	7	10	3	5	1
# of Universities with "X" V-Ps 1981	0	9	9	6	2	1

[1] Representing the 27 largest in Canada.

UNIVERSITIES WITH THE TRADITIONAL TANDEM STRUCTURE

The Tandem structure--V-P (Academic)/V-P (Administration)--continues to be very popular within academic institutions. A good place to start our survey is with Ryerson. RPI initiated a review of its administrative structure about two years ago, and involved its entire institutional community, along with the assistance of management consultants hired specifically for the project. Exhibit 1 displays the structure finally approved by the Board of Governors at the end of last year. It should be noted that "Student Services" (Athletics, Counselling Centre, Financial Assistance, Health Clinic, Placement Centre, Residence & Housing, and Alumni Affairs) is fixed as the responsibility of one individual who reports directly to the President. Also, responsibility for Computing Services and for the Learning Resources Centre (Media Centre, for example) is assigned to the Office of the V-P (Administration).

The procedure to be followed here for comparing structures will be to group universities which have the same number of V-Ps and then to describe them in a sequence determined by their operating and/or total income. Consequently the next university for scrutiny is Windsor. This university went from three V-Ps (Academic, Administration, and Planning & Special Assignments) to two: V-P (Academic) and V-P (Finance & Services). The former is supported by two Assistant V-Ps (Student Affairs; Human Resources) and oversees the Registrariat and the Computer Centre; the latter has two key individuals reporting directly to him: an Assistant V-P for

RYERSON
POLYTECHNICAL INSTITUTE

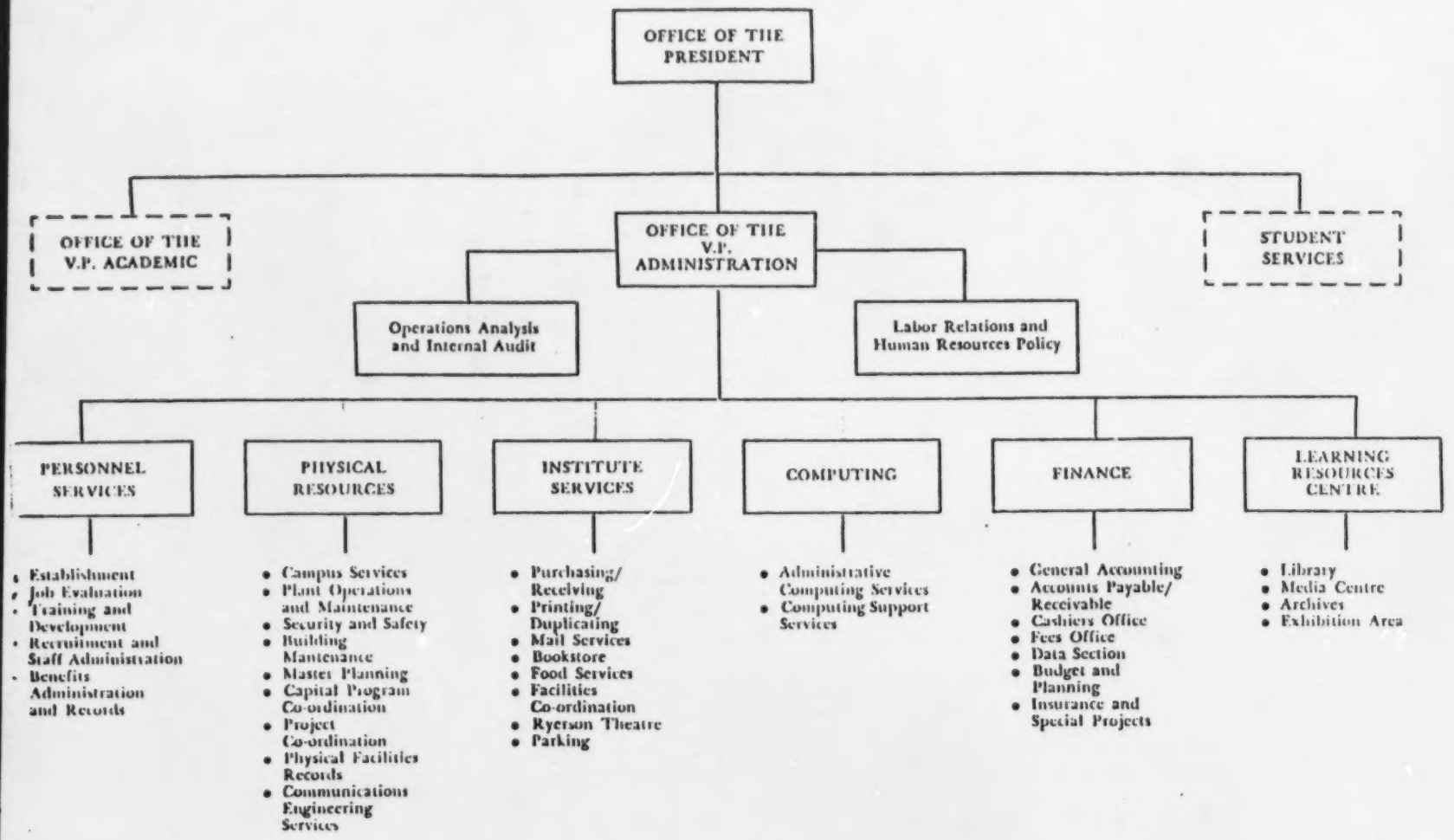

Exhibit 1

December, 1980

Operations and a Director of Finance. Finally a fourth Assistant V-P, responsible for Community Relations and Development, reports directly to the President, Mervin Franklin.

Still staying in Ontario but moving to one of our Conference host institutions--Carleton University--we find its structure somewhat similar. Here the V-P (Administration) is also aided by an Assistant V-P (Adm.) and has the following Directors reporting directly to him: Finance, Administrative Services, Personnel, Physical Plant, Athletics, Housing & Food Services, and Health Services. The Vice-President (Academic) picks up the following functions: Admissions & Academic Records, Computer Services, Instructional Aids, Student Awards, and Counselling Services. The Deans at Carleton no longer report to the President but now to the V-P (Academic), who seemingly has no Associate or Assistant V-P acting as a middle man. Also noteworthy is the appointment of an Associate V-P for Planning who reports directly to the President and replaces, I assume, the previous position of Director for Planning, Analysis & Statistics.

A similar structure to that of Ryerson can be found when we turn our attention to the West Coast and analyze last year's Conference host University--Simon Fraser. The V-P (Administration) is responsible for a large variety of administrative and financial functions, but also includes the Computer Centre and Recreation/ Athletics in his span of control. Then, like at Ryerson, there is a Director (Student Services) who reports to the President on such matters as Medical and Counselling Services, Financial Aid, and Housing & Residences. The Deans at Simon Fraser meet with the V-P

(Academic), to whom has been assigned an Associate V-P (Academic) who deals with the A-V Centre, Registrar, and the University Library, among others.

Again an almost identical arrangement is maintained back east at the University of Guelph as shown in Exhibit 2. Most of the student affairs--Athletics, Counselling and Student Resources Centre, Medical Services, Residences--now are under the Provost'spurview, and he, as in the cases of Ryerson and Simon Fraser, reports directly to the President. Unlike Ryerson and Simon Fraser, however, Computer Services lie in the domain of the V-P (Academic). You might observe in Exhibit 2 that the V-P (Administration) is supported by another kind of administrative position--the "Assistant to" (Adm.) and the "Special Assistant to."

The next three universities--Waterloo, Ottawa, and Manitoba--still limit themselves to the tandem structure, but are interesting examples of specific structural adjustments in which the concept of the Group Director (the "Super-Director") is introduced. At Waterloo, an Academic Services Director reports directly to the V-P (Academic) and is responsible for: A-V Centre, Centre for the Arts, Computing Services, Co-ordination and Placement, Counselling Services, Data Processing, Health Services, Library, and the Office of the Registrar. It could be said that the roles of the Academic Services Director at Waterloo and the Associate V-P (Academic) at Simon Fraser are nearly identical. The Chief Business Officer at Waterloo--V-P (Finance and Operations)--oversees the following activities: Administrative Services, Financial Services, Housing and Residences, Personnel, Physical Planning, Plant Operations, Security, as well as the Internal Audit

UNIVERSITY OF GUELPH

Organizational Chart
Administrative Units

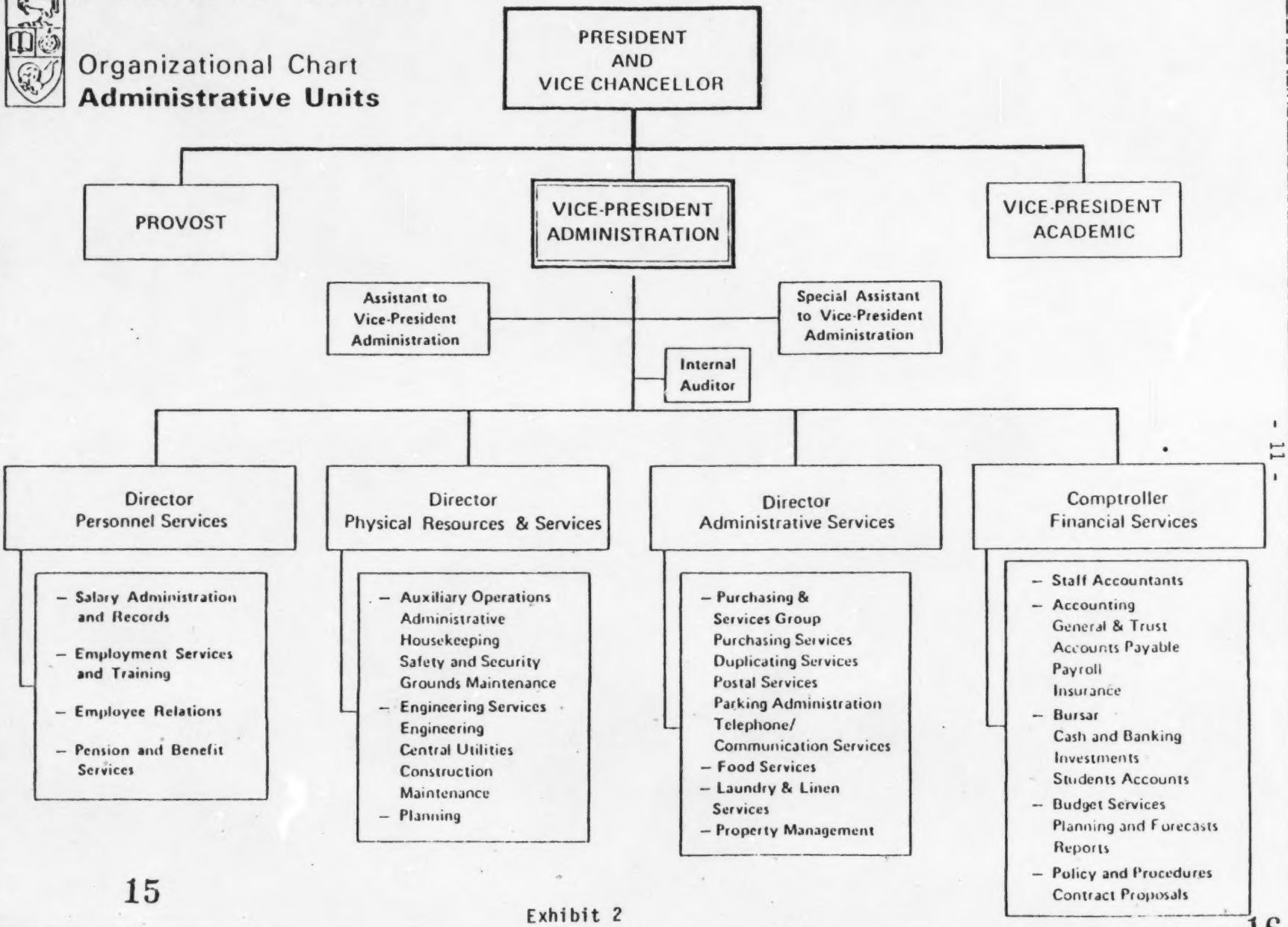

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Exhibit 2

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function. Here too exists a Super-Director--the Director for the Administrative Services Group; this Group consists of the Directors for Book Store, Food Services, Graphic Services, Purchasing, and Central Stores.

It may be pertinent to remark that in the following observation we are dissecting the structure of large universities--for example, Ottawa (about 900 faculty; total income about 100 M$) and Manitoba (about 1250 faculty; total income about 130 M$). While they are still part of the two-V-Ps' domain, the presence of the middle hierarchy--the Assistant Vice-Rectors or the Super-Directors or the Provosts (Manitoba)--is very pronounced. The trade-off at this level of complexity is simply the number of Vice-Presidents versus the number of hierarchies--width versus depth. An increase in hierarchy was the strategy chosen both at Ottawa and Manitoba. Let us examine now more closely how these two universities accomplished it.

The other host of this year's CAUBO Conference, the University of Ottawa, introduces between the level of the Vice-Rector (Administration) and the level of the Directors three Assistant Vice-Rectors who hold responsibility for specific functions. For example, the Assistant Vice-Rector (Adm.) is in charge of Financial Services, Budget Services, and the Computing Centre. The Director of Personnel Services reports to the Assistant Vice-Rector (Staff Relations). The Assistant Vice-Rector (Supply & Services) interacts with the Directors for: Reprography Services, Ancillary Services, Bookstore Services, Alumni Secretariat, Materials Management Services, and Convention & Catering Services. Finally, the Directors for Physical Plant Services

and Planning & Construction Services report to the Vice-Rector (Administration). It may be noted that the Development Officer also reports to the Vice-Rector (Administration) and not to the President.

Exhibit 3 represents the structure that has evolved over the years at Manitoba. Note the three "Super-Directors"--Director of Employee Relations, Director of Operations, and Director of Finance--to whom report other Directors, and who report to the V-P (Administration). A similar use of Provosts is made on the V-P (Academic) side. In addition, note the presence of the two "Assistant to" V-Ps.

ORGANIZATIONAL CHART

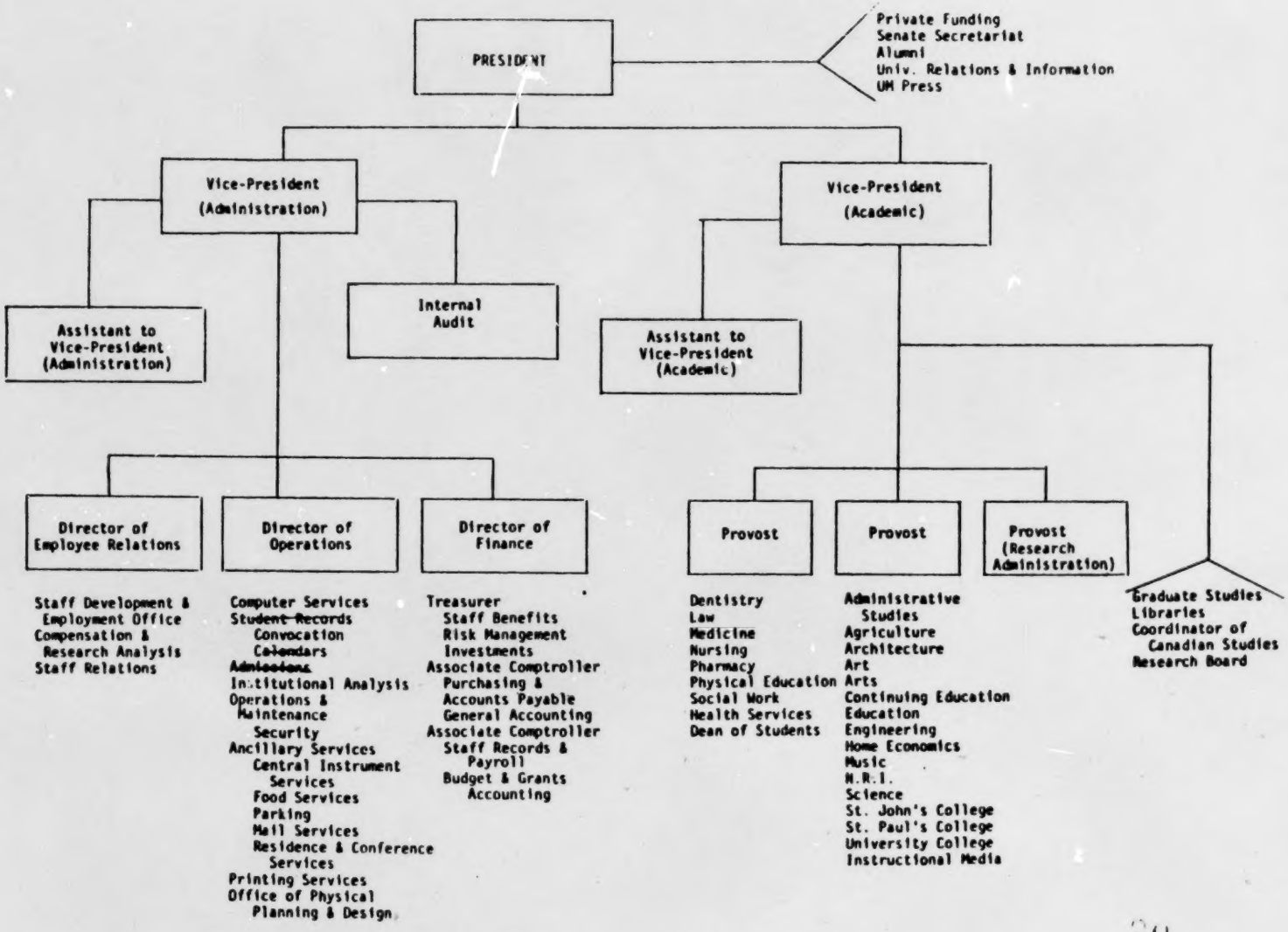


Exhibit 3: University of Manitoba

UNIVERSITIES WITH THREE VICE-PRESIDENTS

The next group of universities considered (New Brunswick, Queen's, McMaster, Concordia, and Western) all fall into a sub-category of the three-V-Ps institutions. Queen's, McMaster, and Western all have one V-P responsible for Health Sciences, while New Brunswick and Concordia, because they manage twin campuses, can be also considered--for our purposes of analysis--in reality as two-V-Ps institutions. These five universities are essentially then two-V-Ps organizations and their structures will be somewhat similar to the ones already discussed. Essential similarities and interesting differences will now be highlighted.

In the case of Queen's, all the Deans report directly to the Principal so that the other functions are split between the V-P (Resources: Personnel, Finances, Purchasing, Planning & Analysis, University Information Services) and the V-P (Services: Registrar, Residences & Housing, Physical Plant, Computing, Library, and Student Services).

At McMaster, the V-P (Administration) is responsible for traditional areas such as Internal Audit, Financial Services, Budget Services, Personnel Services, Food Services, and Administrative Services. The Deans at McMaster, however, report to the V-P (Academic), who is assisted by the Associate V-P (University Services) in charge of Student Services, A-V Services, and the Library, while an Assistant V-P manages Research Services and the Office of the Registrar. Finally an "Assistant to" both V-Ps coordinates Facilities Planning activities.

Concordia, like Carleton, has appointed an Associate Vice-Rector for Academic Planning responsible to the Rector, J. W. O'Brien. The two Vice-Rectors (Academic) split various academic functions of the two campuses; there is an Associate Vice-Rector for Academic Research. There are also about one dozen individuals reporting to the Vice-Rector (Administration and Finance); for the sake of accuracy, I will list them in detail: Assistant Vice-Rector and Registrar; Director, Human Resources; Assistant Vice-Rector and Director of Libraries; Director, Computer Centre; Assistant Vice-Rector, Relations and Audit; Assistant Vice-Rector, Physical Resources; Director, Audio-Visual Department; Assistant Vice-Rector and Treasurer; Assistant Vice-Rector, Admissions & Liaison; Director, Ancillary Services; Legal Counsel; and Director, Institutional Research.

The organization charts (a total of 38) at Concordia are prepared by the University Auditor (Claude M. Dallaire) on an annual basis, and represent an excellent example of organizational structure information. Such charts provide detailed maps for the entire university's authority framework and serve as useful data for university management. Exhibit 4 represents one such chart out of the 38 contained in Concordia's Organization Charts Document.

The University of Western Ontario in London seems to be reluctant to permit the use of "Associate V-P" or "Assistant V-P" titles although its structural design can be likened to that of McMaster or Windsor, for example. Besides the customary administrative and financial areas being the responsibility of the V-P (Administration & Finance), a few functions (Food Services, Book Store, and the administration of Alumni Affairs) have been assigned to his Executive

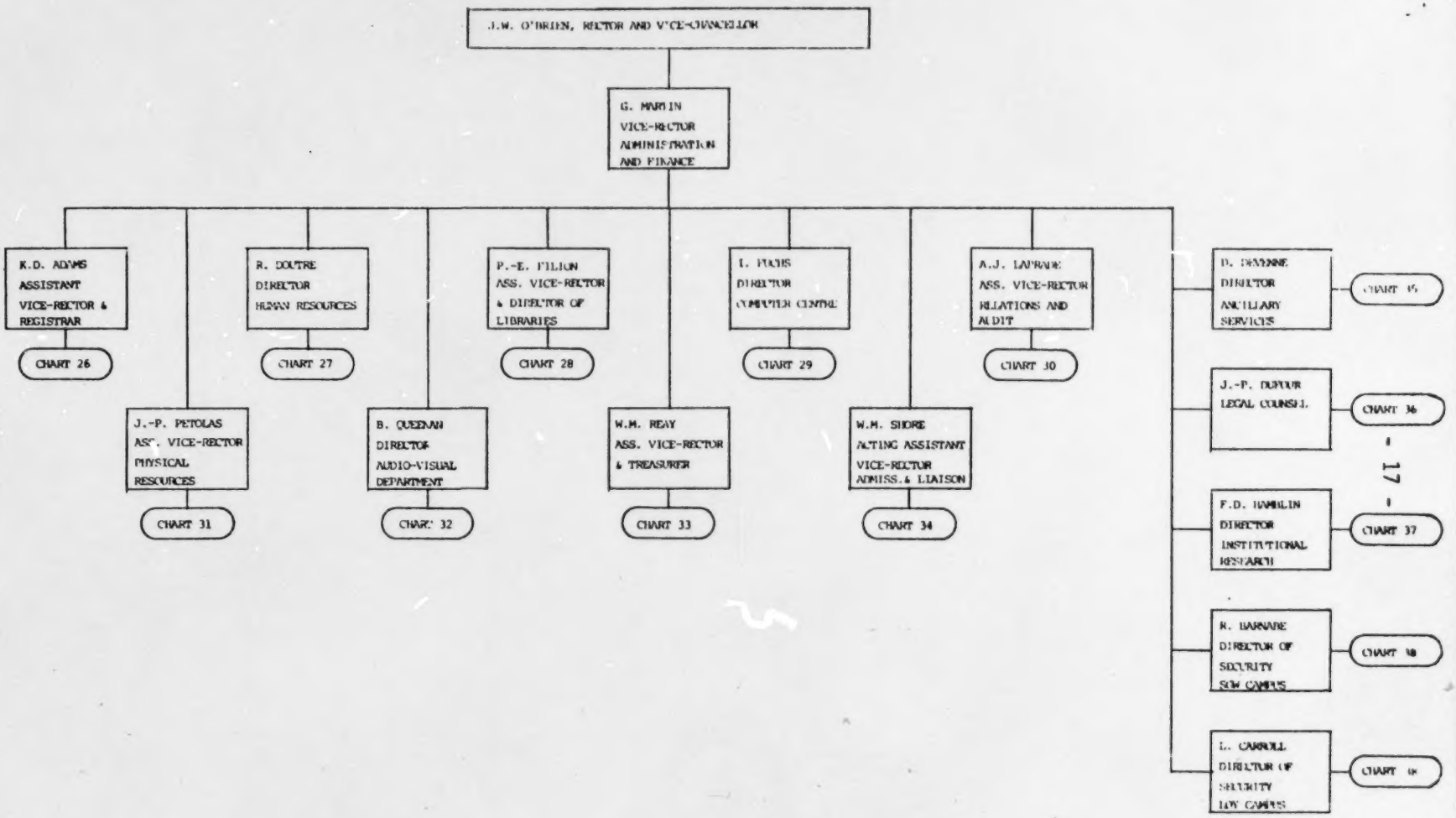


Exhibit 4

CONCORDIA UNIVERSITY - MANAGEMENT AUDIT
CMD/TD, AP-136, JANUARY 1981

CHART 5: VICE-RECTOR, ADMINISTRATION AND FINANCE

Assistant. The Registrar and the Deans report to the V-P (Academic) and Provost, who receives support from two Assistant Provosts (one of whom is responsible for the Computing Centre).

Finally it is about time to get acquainted with the structure of universities in which the President is assisted by three Vice-Presidents, two of whom, in each case, are responsible for administrative, financial, and personnel affairs. The universities are Victoria, Sherbrooke, Saskatchewan, and UBC. What is striking about this quartet is their size--Victoria: 447 faculty, total income of 62 M$; Sherbrooke: 651 faculty, 74 M$; Saskatchewan: 1,063 faculty, 116 M$; and UBC: 1,954 faculty, 233 M$. How do these four universities deal with their complexity of institutional functioning?

At Victoria, in addition to the three V-Ps, Dr. Petch, the President, has elected to have the following individuals report to him: Administrative Registrar, Director of Community Relations, University Librarian, Director of Institutional Analysis, and University Secretariat and Registrar; he is aided by an "Assistant to" President and an "Assistant to" President, Staff Relations. The V-P (Academic) is concerned only with the Faculties and their Deans. The remaining tasks are split between the V-P (Administration) and the V-P (Finance). The former handles the following: Building & Grounds, Campus Planning, Computing and Systems Services, Personnel Services, Student and Ancillary Services, Supply and Technical Services, and the Maltwood Art Museum & Gallery; the latter is responsible for Accounting, Financial, and Auditing Services.

The Recteur of Sherbrooke University has opted to have all the Deans report to him. The Vice-Recteur (Academic), with two "Assistants to," oversees the following: A-V, Library, Registrar, Computer, and related educational programs. The Vice-Recteur (Administration) is responsible for Finance, Supplies, and Purchasing; the Vice-Recteur (Staff and Student Relations) is responsible for Faculty and Non-faculty Affairs, and Student Services--they both have an "Assistant to."

Saskatchewan, like Victoria, seems to be another institution in which the President chooses to have many individuals report to him. Besides the three V-Ps (Academic, Administration, and Special Projects), the Controller and the Director for Physical Plant, Planning & Maintenance also report to the President, Dr. Kristjanson. I shall point out that, unless otherwise stated, the Director for Extension and Community Relations, or more popularly "External Relations," reports to the President, as he does here. Aside from discharging his Academic responsibilities, the V-P (Academic) at Saskatchewan provides administrative leadership to the areas of the Registrar, Library, Research, and A-V Services. The V-P (Special Projects) is in charge of Program and Project Assessments, Information Systems and Statistics, and Computer Services (Academic and Administrative). The Controller reports to the President with respect to Budget Control, Accounting & Audit, Purchasing, Payroll, and Ancillary Enterprises, Investments, and Trust Accounts. He also consults with the V-P (Administration), who sets policy for Ancillary Enterprises and Purchasing and is responsible for General Administration, Personnel, and Negotiations.

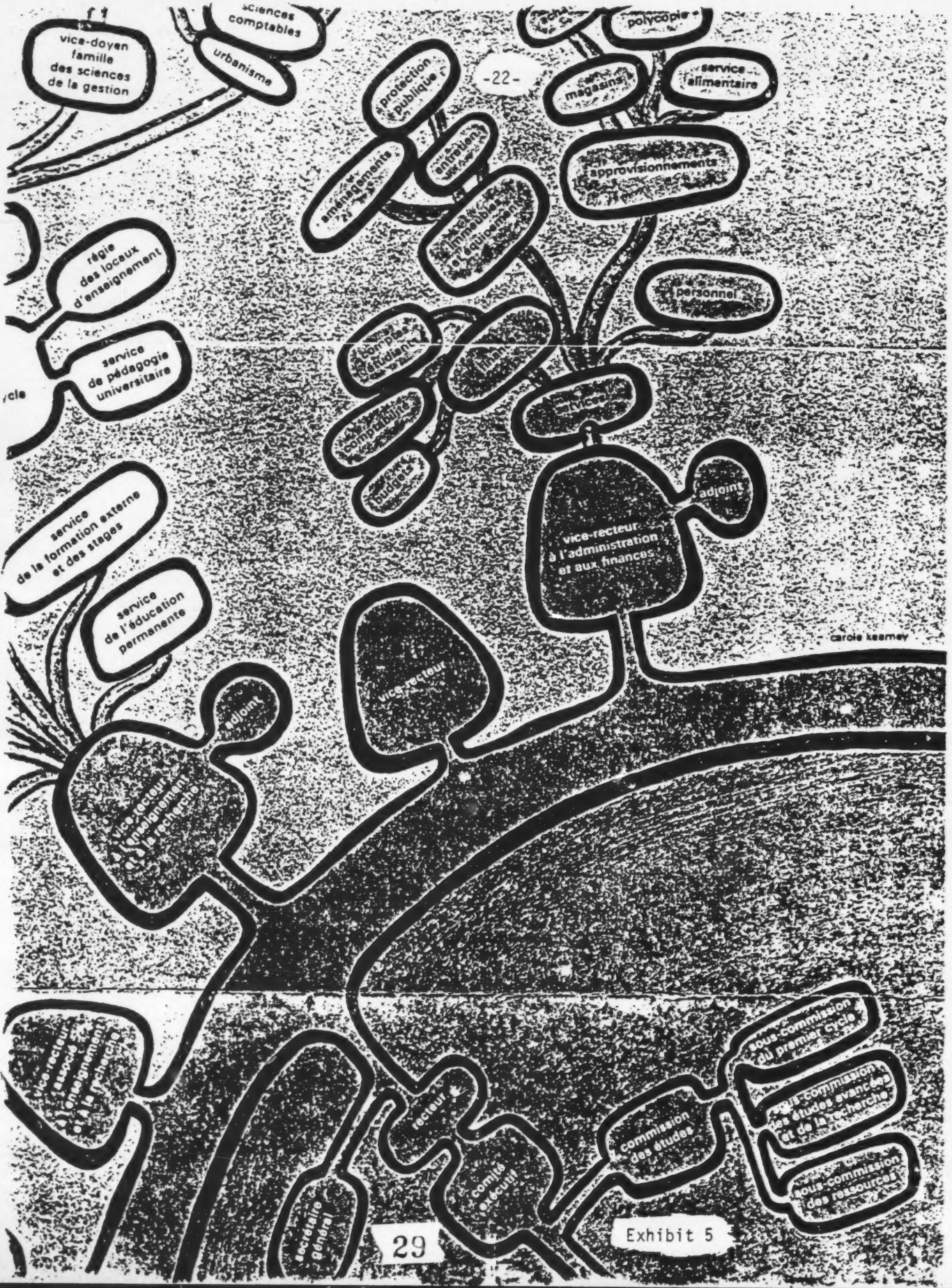
We now come to the case of UBC--surpassed in total income generated only by the University of Toronto. UBC is a one-quarter-of-a-billion-dollar enterprise, totalling a faculty of nearly 2000. UBC manages to function with three Vice-Presidents--just like Victoria, which is one-quarter its size. Here is a brief description of the manner by which UBC attempts to accomplish this Herculean feat.

At the University of British Columbia, the Co-ordinator of Health Sciences and all the Deans report to the President. The V-P and Bursar is responsible for Finance, Internal Audit & Control. To the V-P (University Services) are assigned the following: Bookstore, Computing Centre, Employee Relations, Facilities Planning, Faculty Club, Physical Plant, Purchasing, A-V Services, Traffic & Security, and the University Coordination Office. Everything else falls on the shoulders of the V-P (Academic)and Provost,who shares the various responsibilities of running his office with the following group of senior officers: an Associate V-P (Academic), an Associate V-P (Research), and a Vice-Provost. The Vice-Provost is responsible for the full complement of Student Services. Besides this senior group, there are 22 Administrative Directors at UBC.

UNIVERSITIES WITH FOUR VICE-PRESIDENTS

The following universities are catalogued under the four-V-Ps structure: Memorial, UQAM, York, Calgary, Laval, and Alberta. Laval is in the process of redrawing its organizational chart and could not be included in this discussion. Calgary and Alberta have both recently appointed a V-P for Research, while Memorial designates a V-P for Health Sciences and Professional Schools. UQAM has a Vice-Recteur without portfolio. Obviously, for our objectives, all these universities can be regarded as if they are three-V-Ps--structurally speaking--with respect to administrative/financial/personnel configurations. York University is the only "clean" four-V-Ps institution in this set of six.

Memorial, besides the already mentioned V-P for Health Sciences and Professional Schools, has the V-P (Academic) in charge of all the Deans and the Library, Registrar, and Educational Television. The V-P (Administration & Finance) looks after these traditional areas: Financial Services, Plant Services, Administrative Services, Personnel Services, and Staff Relations. What is unique in Canada about Memorial University is that it has had a V-P post with the title of Student Affairs. According to the best of my knowledge, there is no other V-P (Student Affairs) in Canada, although four universities (Sherbrooke, Laval, York, and Toronto) have appointed a V-P (Faculty/Personnel and Student Affairs). This fact brings to mind a recently published book by K. L. Woodward and A. Kornhaber, Grandparents/Grandchildren: The Vital Connection, and the authors' question: "Where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vice-doyen famille des sciences de la gestion
sciences comptables
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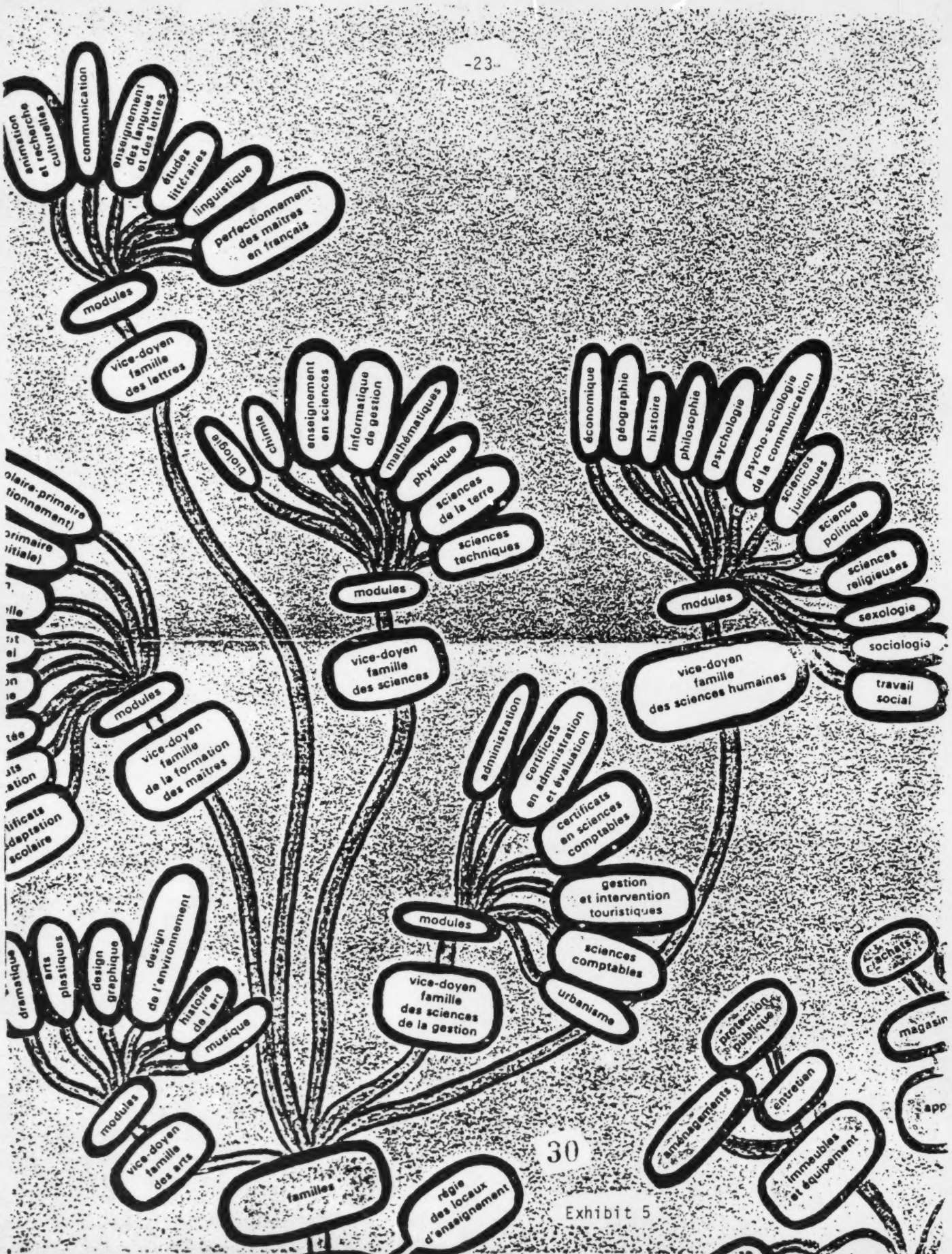
protection publique
aménagements
entretien
immeubles et équipements
polycopie
magasins
service alimentaire
approvisionnements
régie des locaux d'enseignement
service de pédagogie universitaire
personnel
comptes étudiant
comptabilité
budgets
services
adjoint
vice-recteur à l'administration et aux finances
service de la formation externe et des stages
service de l'éducation permanente
carole kearney
vice-recteur
adjoint
vice-recteur à l'enseignement et à la recherche
vice-recteur à l'enseignement et à la recherche
recteur
comité exécutif
secrétaire général
commission des études
sous-commission du premier cycle
sous-commission des études avancées et de la recherche
sous-commission des ressources

Exhibit 5


animation et recherche culturelles
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science politique
sciences religieuses
sexologie
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musique
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certificats en évaluation
certificats en sciences comptables
gestion et intervention touristiques
sciences comptables
urbanisme
modules
vice-doyen famille des sciences de la gestion
achats
magasin
protection publique
entretien
aménagements
immeubles et équipement
familles
régie des locaux d'enseignement

Exhibit 5

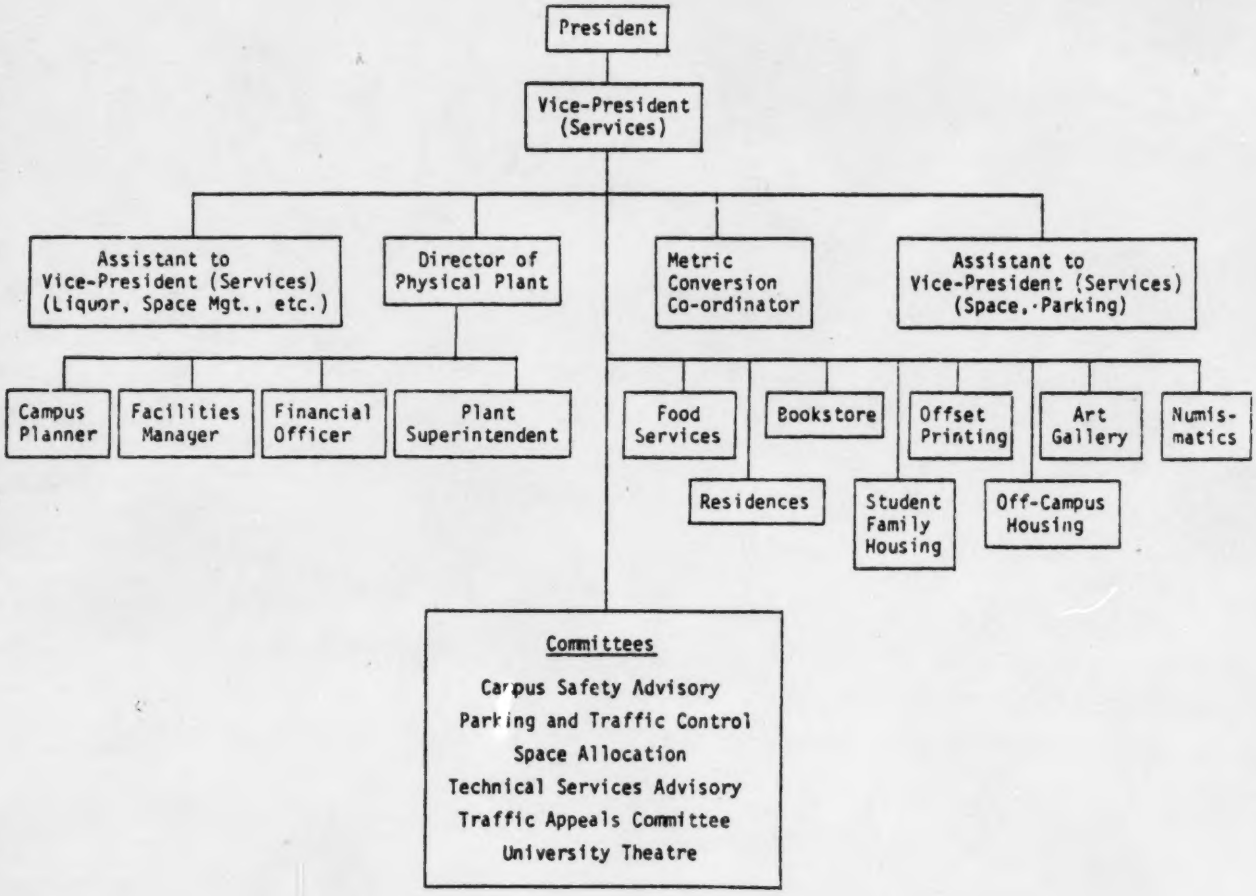
President
Vice-President (Services)
Assistant to Vice-President (Services) (Liquor, Space Mgt., etc.)
Director of Physical Plant
Metric Conversion Co-ordinator
Assistant to Vice-President (Services) (Space, Parking)
Campus Planner
Facilities Manager
Financial Officer
Plant Superintendent
Food Services
Bookstore
Offset Printing
Art Gallery
Numismatics
Residences
Student Family Housing
Off-Campus Housing
Committees
Campus Safety Advisory
Parking and Traffic Control
Space Allocation
Technical Services Advisory
Traffic Appeals Committee
University Theatre

Exhibit 6

Vice-President (Services)

The Vice-President (Services) directs the management and physical development of the campus and secures the supply of appropriate ancillary services.

The reporting structure of this office is shown in the chart. The Vice-President (Services) is assisted by a Metric Conversion Co-ordinator and two assistants; one primarily responsible for space allocation and parking, and the other responsible for space management and liquor administration. In addition, six committees and the heads of nine service units report directly to him/her.

The Vice-President (Services) is responsible for translation of approved academic plans and programs into required physical space and equipment. This includes responsibility for allocation, utilization, alteration and redistribution of space and the maintenance of space and equipment inventories.

Management functions include providing general direction to the Director of the Physical Plant and other support service managers, reviewing policies and guidelines for management of University space, liquor administration, vending and other services required by the University.

Responsibilities in the area of capital budget include: preparation of annual capital budget requests to the Board of Governors [in cooperation with the Vice-President (Finance)]; implementation and administration of approved capital budgets; liaison with officials of provincial and federal departments regarding capital funding of approved projects.

Exhibit 7

Have the Grandparents Gone?" Someone who may be scanning the titles of Canadian Vice-Presidents may be tempted to ponder: "Where Have All the Students Gone?" You might remember that, in my companion paper, the list of American Universities used for illustration all included V-Ps with the title of V-P (Student Affairs).

The administrative structure of UQAM seems fairly straightforward - the V-R[1](Academic) meets with all the Deans, as well as being responsible for Institutional Research, Registrar, and Student Services. In keeping with the communications/information technology revolution, UQAM has appointed a V-R for Communications who,reports on A-V, Library, Information Services, Telecommunications, and Public Relations. The V-R (Administration and Finance) is in charge of Financial Services, Personnel, and Supplies/Purchasing. The V-R and Associate V-R (Academic) seem to have no portfolio of specific responsibilities (that is, no one reports to them) according to UQAM's organizational chart,which, by the way, is by far the most creative and symbolic 'poster-style' chart that I have ever seen. It also comes in glorious colour full-poster size, exceedingly functional, and Exhibit 5--a Xerox copy--does it absolutely no justice.

The next two universities represent the Province of Alberta--Calgary, with about 1000 faculty and 118 M $ total income, and Alberta, with about 1500 faculty and 212 M $, both with four V-Ps--including the newly created position of V-P (Research). Pages 44 and 45 of Calgary's Administrative Manual (I understand version IV is due to come out any time now) are included here as Exhibits 6 and 7 because they provide evidence of what, I feel, is an excellent example of an Administrative Manual.

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[1]Vice-Recteur

This document is a tremendously informative handbook about the structural, administrative, and managerial descriptions of the University's committees, functions, and responsibilities. It fills a need for material explaining the complexities of organizational functioning.

At Calgary, the Deans, the Office of Institutional Research, the Registrar, the Chief Librarian, and three Associate V-Ps report directly to the V-P (Academic). One of the Associate V-Ps is responsible for Computer Services. The V-P (Finance) is assisted by one Associate V-P. The tasks of the V-P (Services) are outlined in Exhibit 7. Of interest is the fact that the Director for Student Personnel Services reports directly to the President.

At the University of Alberta, the new President, Dr. Horowitz, has decided to reduce the number of individuals reporting to him. For that reason, the Alumni, Community Relations, and Fund-raising functions (as at York and Toronto, as we'll soon see) fall in the domain of the Office of a V-P--in the case of Alberta, the V-P for Finance and Administration, who is assisted by two Associate V-Ps. The V-P (Academic) is responsible for, among others, Computing Services, Research, Registrar, and all the Deans of Faculties. The Office of V-P (Facilities and Services) is currently being restructured, the main question being of assigning a reporting relationship for the Dean of Students.

The York University Vice-Presidential Responsibilities are listed in Exhibit 9 and the President's rationale is outlined in Exhibit 8. Looking at York's Vice-Presidential quartet, I am tempted to say

. . . Farr, I Found a Small Bell . . .

yorkgazette

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PRESIDENT MACDONALD REPORTS ON ADMINISTRATIVE CHANGES

During the summer months, I held a series of consultative meetings with the Vice-Presidents to consider the reorganization of the University's executive structure. The recent appointment of a Vice-President (Academic Affairs) has provided us with the opportunity not only to redistribute onerous workloads but also to redesign our administrative framework in the light of immediate priorities and new initiatives which we plan to pursue.

The accompanying charts on page 2 illustrate the outcome of those discussions. Chart "A" shows the composition of the Office of the President as well as the statutory relationship between the Board of Governors, the Senate and the President, and the reporting relationships between the President's Office and other senior academic officers of the University.

Chart "B" displays the responsibilities of the four Vice-Presidents with their major functions represented in boxes and their line operations underneath.

• The Vice-President (Academic Affairs) will determine the allocation of resources among academic units, undertake long-range academic planning, and propose academic policies. He will advise the President on all academic personnel matters. He will coordinate evaluation of all academic proposals and present final recommendations to the President, including recommendations for fund-raising by the Board of Governors. He will direct recruitment and admissions operations and be responsible for both the Centre for Continuing Education and the Teaching Skills Program. Providing an interface between the Office of the President and the Senate and all its committees, he will relate particularly to the Academic Planning and Policy Committee, and will serve as Deputy Chairman of the President's Policy Committee.

• The Vice-President (Employee and Student Relations) will be responsible for employee relations, including both personnel services and labour relations. He will also direct student services on both the York and Glendon campuses.

• The Vice-President (Finance and Development) will be responsible for overall financial analysis, planning and management, including the development of financial forecasts and the annual budget. He will be in charge of student records, including the Registrar's Office. He is responsible for the provision of institutional data and policy analysis in support of multi-year planning for the University and as required by the Board of Governors and its committees. He will ensure continuing liaison with the Association of Universities and Colleges of Canada, the Council of Ontario Universities and various levels of government. He will provide interface with the various committees of the Board of Governors and coordinate the University's support services for fund-raising activities by the Board.

• The Vice-President (University Services) will be responsible for the development, management and allocation of the University's physical resources, safety and security services, computer services, and business operations.

In response to the request of Senate to place more emphasis on the Office of Research Administration, I will be appointing a Dean of Research who will report directly to the Office of the President. The Vice-President (Academic Affairs), Dr. William C. Found, will continue to act as Director of the Office of Research Administration until the search committee makes its recommendations.

I have also established a sub-committee of the President's Policy Committee with a view to clarifying the principles and improving the process of the University's budgetary planning. Dr. Found is serving as Chairman of that sub-committee. In addition to that sub-committee and the one on recruitment chaired by Professor C.E. Rathé, several standing sub-committees of the President's Policy Committee will be formed to advise on such matters as Labour Relations, Summer Programs, Communications, and Community Relations. I will be asking various faculty members as well as Associate Deans, Directors and others to serve on these bodies.

Our new administrative structure supported by these sub-committees, should permit me to devote more of my time to five priorities upon which I intend to concentrate during the present academic year:

1. To continue my efforts through speeches and statements on the role of the university to foster better public understanding of the institution in general and York in particular.

2. To make a direct contribution to the broadening of our recruitment efforts.

3. To stimulate fund-raising and development programs.

4. To encourage the pursuit of new academic initiatives.

5. To maintain even closer contacts with our internal community — students, faculty and staff — through informal meetings outside the formal committee process.

I consider those priorities to be mutually supportive of the objective which we all share — a secure future for York University based on an enhanced academic reputation.

INSIDE:
Organizational Charts, p. 2
Atkinson Convocation, p. 3
Spacelab Research, p. 4
In-Service BEd, p. 4
Campus Canada, p. 5
Seneca Students, p. 6

Exhibit 8: York University

CHARTS ACCOMPANYING PRESIDENT'S REPORT

CHART A

YORK UNIVERSITY EXECUTIVE ORGANIZATION

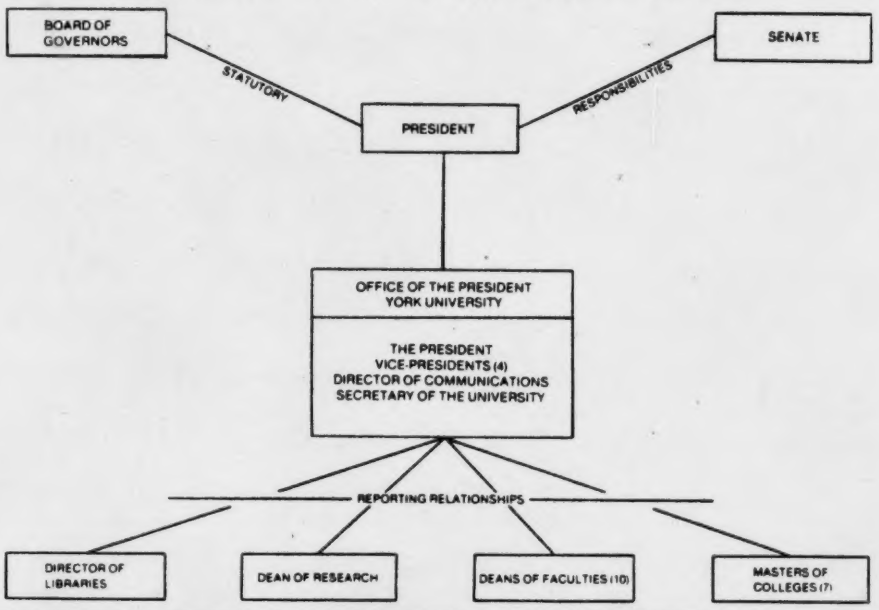

CHART B

YORK UNIVERSITY VICE-PRESIDENTIAL RESPONSIBILITIES

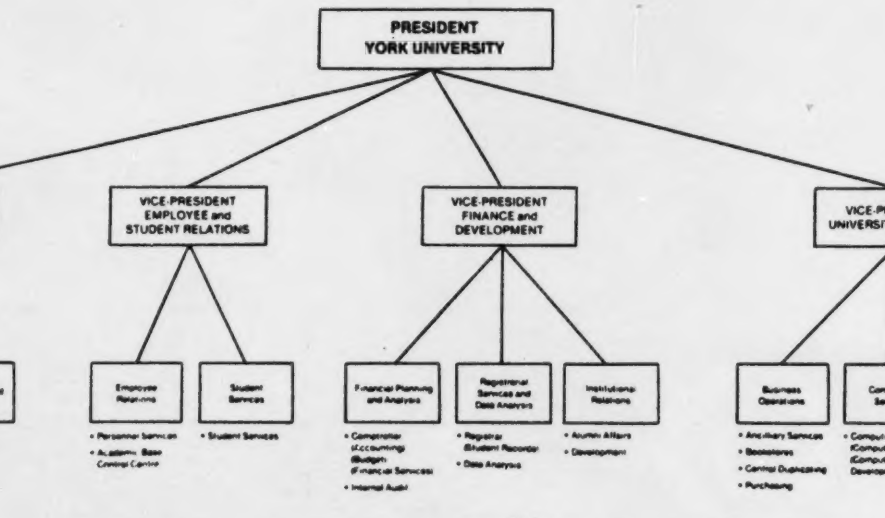

Exhibit 9

YORK GAZETTE

Like Ryerson, York has undergone comprehensive reviews of its administrative arrangements, and it is instructive to study the outcome of the difficult process of organizational design. At York, the Dean of Research, the ten Deans of Faculties, and the seven Masters of Colleges report to the President. The remaining responsibilities are split among the V-P (Academic Affairs), V-P (Employee and Student Relations), V-P (Finance and Development), and the V-P (University Services). Noteworthy is that Computing Services fall under the V-P (Univ. Services), and both the Registrar and Institutional Relations come under the purview of the V-P (Finance and Development). Exhibit 8, as mentioned above, provides the text of President Macdonald's statement on the objectives to be achieved as a result of the re-organization.

McGILL, TORONTO, AND UNIVERSITÉ DE MONTRÉAL

Only McGill, Toronto, and Université de Montréal have not been yet commented upon. At this time of writing, there is insufficient information to describe the detailed structure at the Université de Montréal (1,645 faculty; 152.9 M$ operating income, exceeded only by U of T in this category) except to name the six V-R positions: Academic, Administration, Faculty Relations, Planning, Research, and Special Projects. Also there are 30 Administrative Directors at Montréal, the largest number for any university in Canada.

McGill, a slightly smaller university than Montréal, has just seen the retirement of its V-P (Administration) and the subsequent reduction in the number of V-Ps from six to five. The present structure is as follows: V-P (Macdonald College), V-P (Research), V-P (Academic), V-P (Administration & Finance), and V-P (Planning & Academic Services). To the V-P (Academic) report the Deans of Faculties and the Dean of Students. The Registrar and Computer Centre are under the Office of the V-P (Planning & Academic Services); the other functions are under the supervision of the V-P (Adm. & Finance). In reality, then, according to our narrow terminology of the V-P structure, McGill is organized as a three-V-Ps university.

Finally! Finally we come to the University of Toronto,which has recently settled on its current configuration of five Vice-Presidents: V-P and Provost, in charge of faculties and professional schools, V-P (Business Affairs), V-P (Personnel and Student Affairs), V-P (Research and Planning, and Registrar), and V-P (Institutional Relations). The

newly appointed V-P (Institutional Relations), Dr. D. Ivey, provides administrative leadership to the following functions: Information Services, Private Funding, and Alumni Affairs, which have been redirected from President Ham's Office; he is also responsible for external departments and the academic role of the colleges.

In this case, the titles of the V-Ps are self-explanatory; also because U of T, at over 2,200 faculty and a total income of 300 M$, is in a category by itself, its structure cannot be easily dissected and no additional remarks will be made in this paper.

Having completed our examination of the variety of alternative organizational structures selected by various Canadian universities, we might find some currency to the following two statements, attributed to a couple of university administrators:

> . . . I am sure that you will find a great variety of organizational structures within the Canadian University system, and feel that such structures have been developed over the years due to particular circumstances at each institution, and work very well with the particular expertise of the individuals who are the present incumbents. Such structures could change, based on a change of university personnel . . .

and

> . . . I am so convinced that a chart represents an institution's idiosyncratic solution to organizational, personnel, and political situations that I have not found it to be more than of passing interest . . .

I think it is time to get back to first base, and conclude with the following observation, appropriately made by Dr. Larkin,

> . . . any system, it seems, can work, especially if participation rather than efficiency is the primary criterion . . .

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Larkin, P. A. "Who's on First: A Survey of Organization for Research Policy and Research Administration at Canadian Universities," paper presented at the Annual Meeting of the Canadian Association of University Research Administrators (CAURA), Ottawa, May 1981.

Mintzberg, Henry. The Structuring of Organizations: A Synthesis of the Research. Toronto, Ontario: Prentice-Hall of Canada, Ltd., 1979. 512 pp.

Rank	University	# of Faculty[1]	# of V-Ps	V-P Position Titles : BY UNIVERSITY SIZE				
51	New Brunswick	557	3	V-P(Fin.&Adm.)		V-P(Acad.)	V-P(Saint John Campus)	
52	Ryerson	608	2	V-P(Adm.)		V-P(Acad.)		
53	Victoria	447	3	V-P(Adm.)	V-P(Finance)	V-P(Acad.)		
54	Windsor	489	2	V-P(Fin.&Serv.)		V-P(Acad.)		
55	Carleton	600	2	V-P(Adm.)		V-P(Acad.)		
56	Sherbrooke	651	3	V-P(Adm.)	V-P(Faculty & Student Affairs)	V-P(Acad.)		
57	Dalhousie	778	2	V-P(Adm.&Fin.)		V-P(Acad.&Res.)		
58	Simon Fraser	441	2	V-P(Adm.)		V-P(Acad.)		
59	UQAM	602	4	V-R(Adm.&Fin.)	V-R(Communications)	V-R(Acad.)	V-R	
60	Guelph	744	2	V-P(Adm.)		V-P(Acad.)		
61	Memorial	786	4	V-P(Adm.&Fin.)	V-P(Student Affairs)	V-P(Acad.)	V-P (Health Sciences)	
62	Queen's	876	3		V-P(Services)	V-P(Resources)	V-P (Health Sciences)	
63	McMaster	872	3	V-P(Adm.)		V-P(Acad.)	V-P (Health Sciences)	
64	Waterloo	734	2	V-P(Fin.&Oper.)		V-P(Acad.)		
65	Concordia	666	3	V-R(Adm.&Fin.)	V-R(Acad.)	V-R(Acad.)		
66	Saskatchewan	1,003	3	V-P(Adm.)	V-P(Special Projects)	V-P(Acad.)		
67	Ottawa	894	2	V-R(Adm.)		V-R(Acad.)		
68	York	939	4	V-P(Fin.&Dev.)	V-P(Univ.Services)	V-P(Acad.Affairs)	V-P (Employee & Student Affairs)	
69	Calgary	980	4	V-P(Finance)	V-P(Services)	V-P(Acad.)	V-P (Research)	
70	Manitoba	1,227	2	V-P(Adm.)		V-P(Acad.)		
71	Western	1,256	3	V-P(Adm.&Fin.)		V-P(Acad.)&Provost	V-P (Health Sciences)	
72	McGill	1,306	5	V-P(Adm.&Fin.)	V-P(Planning and Academic Services)	V-P(Acad.)	V-P (Research)	V-P(Macdonald Campus)
73	Laval	1,360	4	V-R(Adm.Affairs)	V-R(Faculty & Student Affairs)	V-R(Acad.Affairs)	V-R (Executive)	
74	Alberta	1,509	4	V-P(Fin.&Adm.)	V-P(Facilities & Services)	V-P(Acad.)	V-P (Research)	
75	UBC	1,954	3	V-P&Bursar	V-P(Univ.Services)	V-P(Acad.)&Provost		
76	Univ.de Montréal	1,645	6	V-R(Adm.)	V-R(Faculty Relations)	V-R(Acad.)	V-R (Research)	V-R(Planning); V-R(Special Projects)
77	Toronto	2,233	5	V-P(Bus.Affairs)	V-P(Personnel & Student Affairs)	V-P and Provost	V-P(Research & Planning, & Registrar)	V-P(Institutional Relations)

[1] Faculty numbers based on 1979/80 data (Statistics Canada)

Rank	University	# of Faculty[1]	# of V-Ps	V-P Position Titles : BY # OF V-Ps				
52	Ryerson	608	2	V-P(Adm.)		V-P(Acad.)		
54	Windsor (U)*	489	2	V-P(Fin.&Serv.)		V-P(Acad.)		
55	Carleton (U)	600	2	V-P(Adm.)		V-P(Acad.)		
57	Dalhousie (U)	778	2	V-P(Adm.&Fin.)		V-P(Acad.&Res.)		
58	Simon Fraser	441	2	V-P(Adm.)		V-P(Acad.)		
60	Guelph	744	2	V-P(Adm.)		V-P(Acad.)		
64	Waterloo	734	2	V-P(Fin.&Ops.)		V-P(Acad.)		
67	Ottawa (U)	894	2	V-R(Adm.)		V-R(Acad.)		
70	Manitoba (U)	1,227	2	V-P(Adm.)		V-P(Acad.)		
51	New Brunswick(U)	557	3	V-P(Fin.&Adm.)		V-P(Acad.)	V-P (Saint John Campus)	
62	Queen's	876	3		V-P(Services)	V-P(Resources)	V-P (Health Sciences)	
63	McMaster	872	3	V-P(Adm.)		V-P(Acad.)	V-P (Health Sciences)	
65	Concordia (U)	666	3	V-R(Adm.&Fin.)	V-R (Acad.)	V-R(Acad.)		
71	Western	1,256	3	V-P(Adm.&Fin.)		V-P(Acad.)&Provost	V-P (Health Sciences)	
53	Victoria	447	3	V-P(Adm.)	V-P(Finance)	V-P(Acad.)		
56	Sherbrooke (U)	651	3	V-P(Adm.)	V-P(Faculty & Student Affairs)	V-P(Acad.)		
66	Saskatchewan (U)	1,003	3	V-P(Adm.)	V-P(Special Projects)	V-P(Acad.)		
75	UBC	1,954	3	V-P&Bursar	V-P(Univ.Services)	V-P(Acad.)&Provost		
61	Memorial	786	4	V-P(Adm.&Fin.)	V-P(Student Affairs)	V-P(Acad.)	V-P (Health Sciences)	
59	UQAM(U)	602	4	V-R(Adm.&Fin.)	V-R(Communications)	V-R(Acad.)	V-R	
68	York(U)	939	4	V-P(Fin.&Dev.)	V-P(Univ.Services)	V-P(Acad.Affairs)	V-P(Employee & Student Affairs)	
69	Calgary	980	4	V-P(Finance)	V-P(Services)	V-P(Acad.)	V-P(Research)	
73	Laval (U)	1,360	4	V-R(Admin. Affairs)	V-R(Faculty & Student Affairs)	V-R(Acad.Affairs)	V-R(Executive)	
74	Alberta	1,509	4	V-P(Fin.&Admin.)	V-P(Facilities & Services)	V-P(Acad.)	V-P(Research)	
72	McGill	1,306	5	V-P(Adm.&Fin.)	V-P(Planning &Academic Services)	V-P(Acad.)	V-P(Research)	V-P(Macdonald Campus)
77	Toronto	2,233	5	V-P(Bus.Affairs)	V-P(Personnel & Student Affairs)	V-P&Provost	V-P(Research& Planning& Registrar)	V-P(Institutional Relations)
76	Univ.de Montréal (U)	1,645	6	V-R(Admin.)	V-R(Faculty Relations)	V-R(Acad.)	V-R(Research)	V-R(Planning) V-R(Special Projects)

*U denotes unionized faculty

[1]Faculty numbers based on 1979/80 data (Statistics Canada).

LOCUS OF ASSIGNMENT OF THE FUNCTION OF COMPUTING, LIBRARY, REGISTRAR, AND STUDENT SERVICES

Rank	University	Computing	Library	Registrar	Student Services
51	New Brunswick	V-P (Finance & Admin.)	V-P (Academic)	V-P (Academic)	Dean ⟶ President
52	Ryerson	V-P (Administration)	V-P (Administration)	V-P (Academic)	Director ⟶ President
53	Victoria	V-P (Administration)	President	President	V-P (Administration)
54	Windsor	V-P (Academic)	V-P (Academic)	V-P (Academic)	Asst. V-P ⟶ President
55	Carleton	V-P (Academic)	President	V-P (Academic)	V-P (Administration)
56	Sherbrooke	V-R (Academic)	V-R (Academic)	V-R (Academic)	V-R (Employee/Student Relations)
57	Dalhousie	V-P (Admin. & Finance)	under review	under review	under review
58	Simon Fraser	V-P (Administration)	V-P (Academic)	Associate V-P	Director ⟶ President
59	UQAM	V-R (Academic)	V-R (Communications)	V-R (Academic)	V-R (Academic)
60	Guelph	V-P (Academic)	V-P (Academic)	V-P (Academic)	Provost ⟶ President
61	Memorial	V-P (Admin. & Finance)	V-P (Academic)	V-P (Academic)	V-P (Student Affairs)
62	Queen's	V-P (Services)	V-P (Services)	V-P (Services)	V-P (Services)
63	McMaster	Assistant V-P	Assistant V-P	Assistant V-P	Associate V-P
64	Waterloo	V-P (Academic)	V-P (Academic)	V-P (Academic)	V-P (Finance & Operations)
65	Concordia	V-R (Admin. & Finance)	V-R (Admin. & Finance)	V-R (Admin. & Finance)	V-R (Academic)
66	Saskatchewan	V-P (Special Projects)	V-P (Academic)	V-P (Academic)	V-P (Administration)
67	Ottawa	Assistant V-R (Adm.)	V-R (Academic)	Sec. to Bd. of Gov.	V-R (Academic)
68	York	V-P (Univ. Services)	President's Office	V-P (Finance & Dev.)	V-P (Employee/Student Relations)
69	Calgary	Assoc. V-P (Academic)	V-P (Academic)	V-P (Academic)	Director ⟶ President
70	Manitoba	V-P (Administration)	V-P (Academic)	V-P (Administration)	Provost ⟶ V-P(Academic)
71	Western	Assistant Provost	V-P (Academic)&Provost	V-P (Academic)&Provost	V-P (Admin. & Finance)
72	McGill	V-P (Planning and Academic Services)	V-P (Academic)	V-P (Planning and Academic Services)	V-P (Academic)
73	Laval				
74	Alberta	V-P (Academic)	V-P (Research)	V-P (Academic)	under review
75	UBC	V-P (Univ. Services)	V-P (Acad.) & Provost	V-P (Acad.) & Provost	Vice-Provost, Academic
76	Univ. de Montréal				
77	Toronto	V-P (Research & Planning, & Registrar)	V-P and Provost	V-P (Research & Planning, & Registrar)	V-P (Personnel and Student Affairs)

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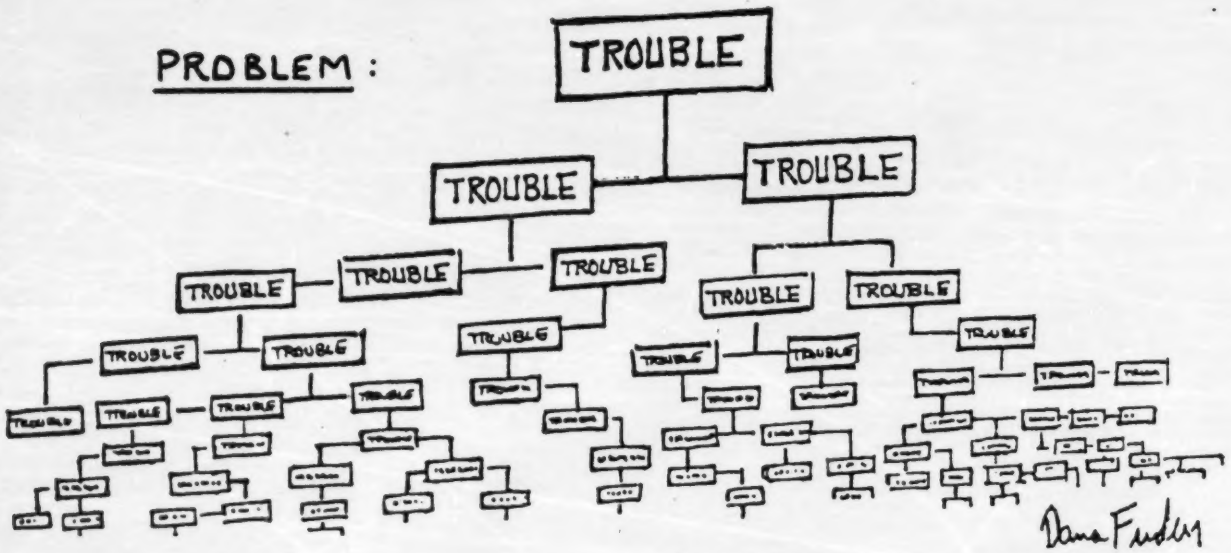

Dana Fraden

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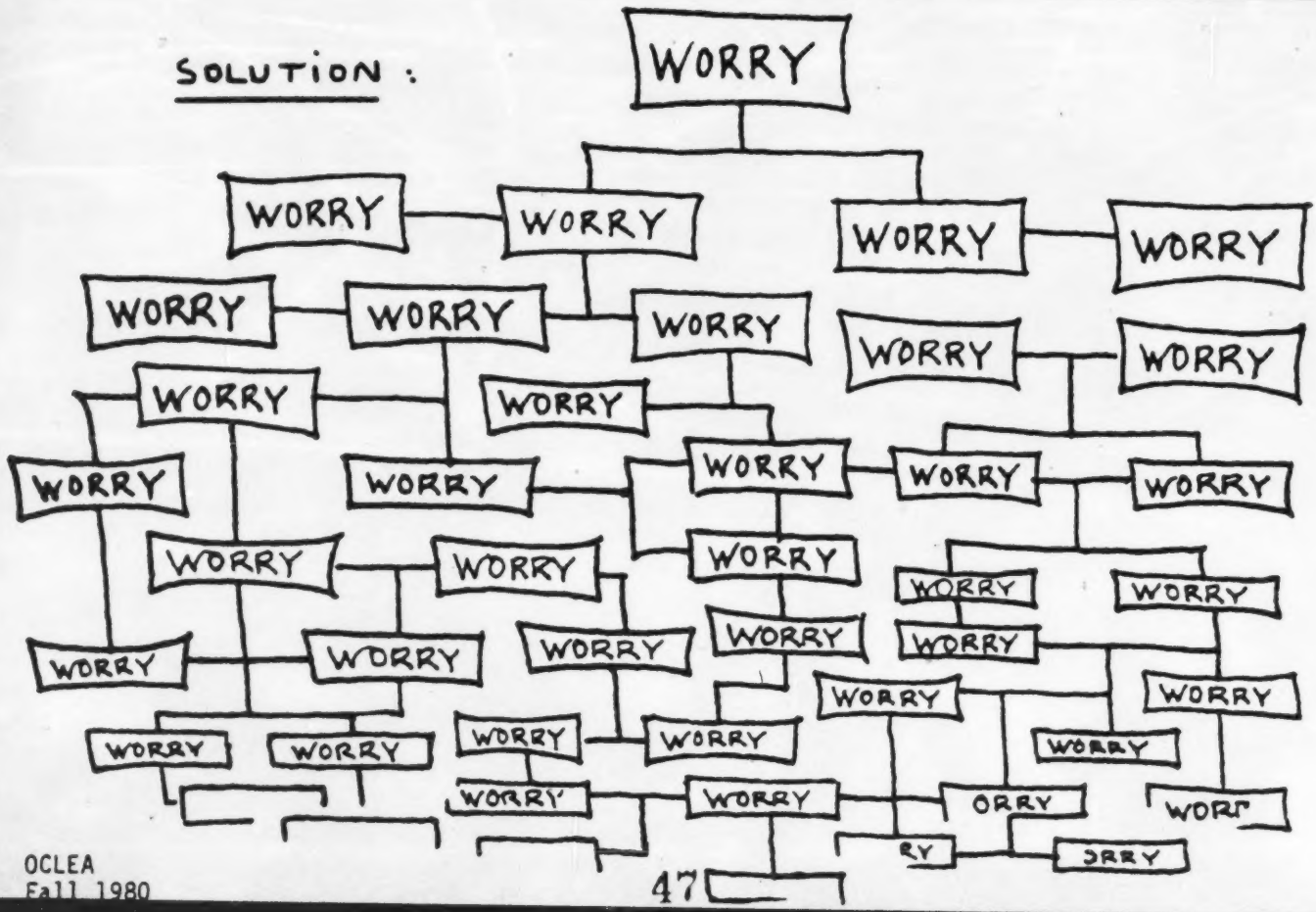
Business Officer
Dec. 1980

SOLUTION:



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